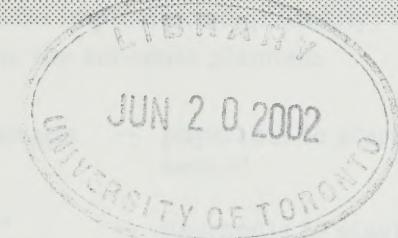


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Pay Equity Bulletin

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November 28, 1986

Legislation to establish pay equity in the private and broader public sectors was introduced this week by Attorney General Ian Scott, Minister Responsible for Women's Issues.

Bill 154 was introduced in the legislature on November 24, for first reading.

The purpose of the legislation is to eliminate gender-based pay discrimination. In establishments where it is determined that female-dominated jobs are underpaid in comparison to male-dominated jobs of comparable value, employers will be required to increase wages for the underpaid positions.

"Women still take home only 64 cents for every dollar earned by men," said Mr. Scott. "This pay equity plan is a serious commitment to reform."

Female employees in hospitals, municipalities, universities and school boards will be covered, as well as private sector firms with 10 or more workers.

Coverage

Bill 154 will cover 85.9 per cent of Ontario's female work force. This percentage breaks down in the private and broader public sectors as follows: *

	<u>Percentage</u>	<u>Number of Employees</u>
Broader Public Sector	15.6%	300,000
Private Sector -- 500+ employees	40.5%	780,080
Private Sector -- 100 - 499 employees	12.4%	238,800
Private Sector -- 10 - 99 employees	<u>17.4%</u>	<u>334,320</u>
TOTAL:	85.9%	1,653,200

*

Estimates are based on the 1985 Statistics Canada Labour Force Survey, Annual Averages, and the Statistics Canada Census.



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Timetable

The pay equity legislation will be implemented gradually, with the broader public sector leading the way. This is the schedule planned:

- o Two years after bill's passage -- payments to start for the broader public sector
- o Three years " " " -- payments to start for private sector companies with 500 employees and over
- o Four years " " " -- payments to start for private sector companies with 100 to 499 employees
- o Five years " " " -- payments to start for private sector companies with 50 to 99 employees
- o Six years " " " -- payments to start for private sector companies with 10 to 49 employees

Pay Equity Plans

Pay equity plans are to be the responsibility of the employer, the employee, and if applicable, bargaining agents, according to the legislation.

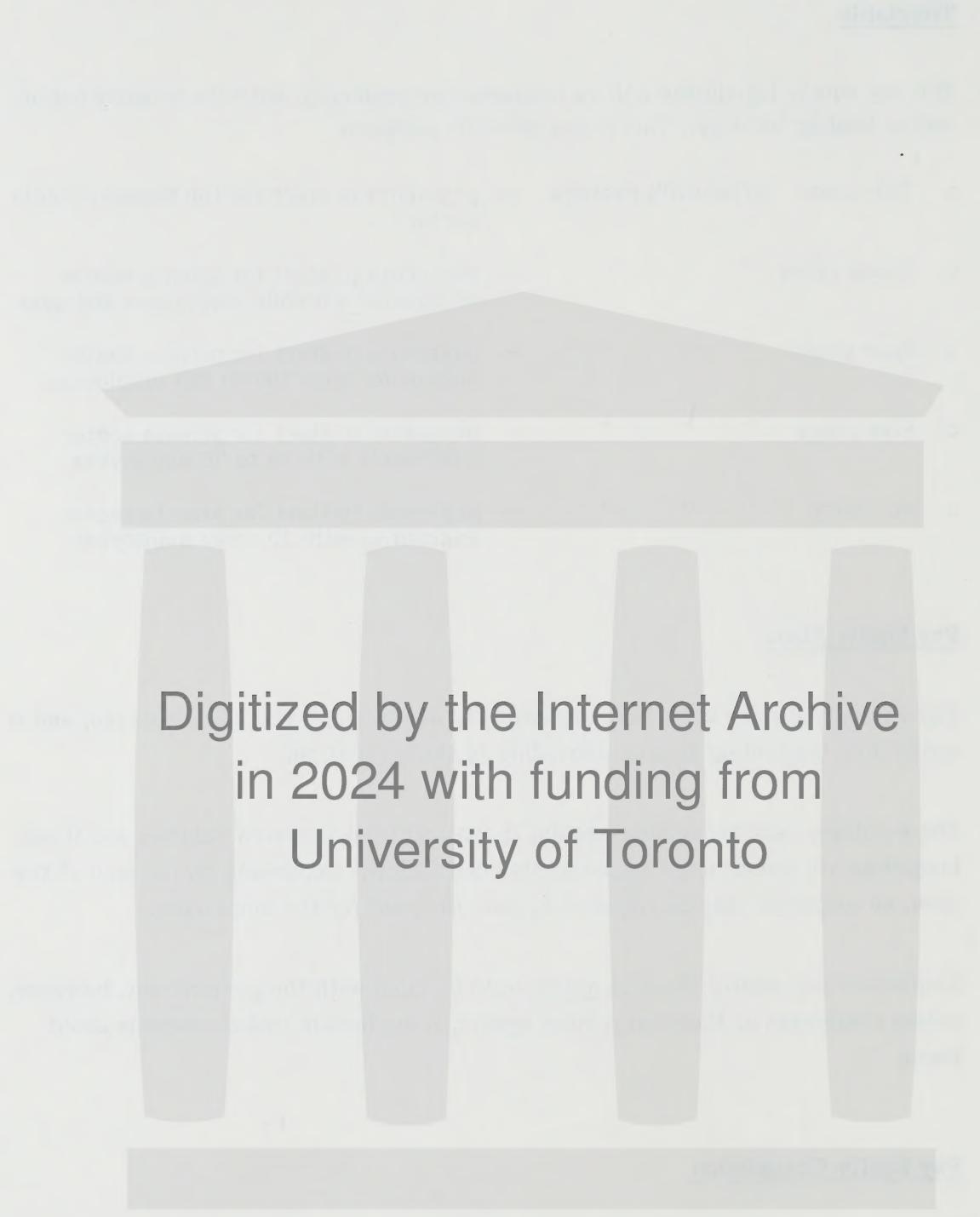
The employer (and bargaining agents, if applicable) will review salaries and if pay inequities are found, wage adjustments must follow. Depending on the size of the firm, an employer may be required to post the plan for the employees.

Employers' pay equity plans do not have to be filed with the government, however, unless employees or their bargaining agents, if applicable, raise concerns about them.

Pay Equity Commission

The Pay Equity Commission will be in charge of administering and monitoring Bill 154's implementation.

The Commission will investigate employees' concerns or complaints about pay equity problems. Review officers from the commission will help employers to resolve their disputes. When either party disagrees with the officers' settlement, the commission can hold a hearing and make a final decision.



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The Pay Equity Commission has the power to order compliance with the legislation. The bill provides for the imposition of fines.

Media Response

Bill 154 drew intense interest from the media. The new legislation was a front-page story for three major Toronto newspapers: the Toronto Sun, the Globe and Mail and the Star. It was also widely covered in national radio and television reports.

Many newspaper accounts criticized particular features of the bill, such as its timetable and the job comparison rules. Few, however, argued against the legislation in principle.

"No one supports sex discrimination in setting wages, and most people favour equal pay for work of equal value," began a Toronto Star editorial. The Globe and Mail termed Bill 154 a "landmark bill," though the article claimed it had "large gaps."

"For the first time," said Queen's Park reporter Rosemary Speirs in the Toronto Star, "most of the 2.1 million working women in Ontario will have recourse against employers -- both public and private -- who pay less for so-called women's jobs."

A Toronto Sun reporter praised the arrival of the proposed pay equity legislation. "The issue of pay equity -- despite all of the appalling rhetoric -- is a simple one," wrote Marilyn Linton. "Men and women deserve to be on an equal footing when it comes to work of equal value."

"No, legislation won't bridge the gap between low-paying service-industry jobs," Ms Linton continued, "...but it's a first step in righting a wrong."

Public Reaction

"We are delighted to see legislation finally introduced in Ontario," said Barbara Thornber, president of the Canadian Women Executives and Entrepreneurs (CAWE). "It is a major step forward and will likely become the prototype for such legislation throughout the world." Over 40 per cent of CAWE's membership is made up of small business owners.

Mary Cornish, head of the Equal Pay Coalition, was also pleased with Bill 154's introduction. "Our overall response is a positive one. Certainly there are problems in (the bill) but the government appears to have listened to us on some key issues."

Lucie Nicholson, president of the Ontario division of CUPE, called the bill a "bold step forward... a light at the end of the tunnel for hundreds of thousands of low-paid women and men working in female job ghettos."

While the new legislation provoked a negative reaction from business leaders like John Bulloch, president of the Canadian Federation of Independent Business and Geoffrey Hale, vice-president of the Canadian Organization of Small Business, it found support from Bernard Wilson, president of the Ontario Chamber of Commerce.

Looking Ahead

"This is a truly important day for the men and women of this province," said Attorney General Ian Scott as he tabled the bill on November 24. "Pay equity legislation... is another major step on the road to true economic equality for women."

Bill 154 is on its way. The Pay Equity Bulletin will keep you posted on its progress in the weeks ahead.

Upcoming Events

The Ontario Assembly in Queen's Park will soon begin its fall session. We expect the bill to be introduced in early December.

We are anxious to tracking Bill 154's progress through the legislative process. If you would like to receive updates on the bill's progress, please contact your local MPP or the Ontario Ministry of Labour.



Pay Equity Bulletin

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December 19, 1986

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The year is sputtering to an end, but close behind it comes all the promise of 1987 — and Bill 154.

Salut!

Ontario's pay equity legislation won praise in *Le Devoir*, Montreal's well-known newspaper. "Quebec cedes first place," read the headline on a front-page story about the legislation.

Quebec has always led the way in pay equity, the article began. But in the opinion of some prominent Quebec women's groups, Ontario has overtaken the province with the introduction of its new legislation.

"The bill... is not perfect, but it is much stronger than the Quebec system," said Francine McKenzie, president of the Quebec Advisory Council on Women's Issues.

Quebec's pay equity legislation took effect in 1976, within the Charter of Rights and Freedoms. Their system is complaint-based, meaning that employees must complain about pay discrimination before the government is allowed to take action. According to Mme. McKenzie, only 3,500 women have been helped by the Quebec policy to date.

The pay equity legislation in Ontario, on the other hand, places responsibility on both parties — employee and employer. Employees can lodge complaints about pay practices but employers covered under Bill 154 will also have to take the initiative. They will be asked to review their workers' salaries and ensure that compensation is not based on gender.

"Finally, a law with teeth," said Dominique Leclerc, of Action Travail des Femmes, in a comment in *Le Devoir* about the proposed legislation in Ontario. Her Quebec group has been lobbying for legislation similar to Ontario's, said the Montreal newspaper.

Good News at Metro

Pay equity arrived in Metro Toronto this week, when Metro Toronto Council approved new pay scales for civic managers.

Salary increases totalling \$3.9 million will take effect over the next two years. Half of that amount will be directed towards closing the wage gap between male and female managers at Metro.



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About 95 per cent of women in middle management will receive pay hikes, while some managers' wages will be frozen because the council concluded that they are overpaid. The new salary plan is the result of a study of Metro's wage structure conducted by Peat Marwick. The City of Toronto introduced a similar policy a few years ago.

Metro chairman Dennis Flynn termed the plan a "step forward" for pay equity. "It's a redress of an inequity which has been going on for some time," said Scarborough alderman Brian Ashton. And the Toronto Globe and Mail called the Metro government now "one of Ontario's leaders in pay equity."

Comparing Jobs

"But how can you compare two jobs that are entirely different?" This is the question frequently raised by pay equity critics — or anyone unfamiliar with the practical application of pay equity.

In fact, such comparisons are common. Many large businesses and governments have already put job comparisons into practice. Their methods can be adapted by smaller firms.

The questions and answers that follow offer some guidelines on job comparison techniques.

Q. How does an employer make the job comparisons needed?

- A. An employer should first identify the jobs that are male and female dominated. The government's definition of a male-dominated job group is one that is at least 70 per cent men; the definition of female-dominated work is 60 per cent.

The employer should then prepare job descriptions for each position within the group. The job description can outline the skill, effort, responsibility and working conditions involved in the position. This information can be acquired through observation, interviews or questionnaires.

The main objective of a job description is to reflect the demands of the job accurately. This can be achieved without lengthy, formal descriptions.

Q. What is gender bias? How does it affect comparisons of jobs?

- A. Gender bias is a form of discrimination against a worker, based on the person's sex. Traditionally, much of "women's work" has been undervalued because the skills involved were held in low esteem. These jobs, as a result, were paid less.

Studies have shown that such bias can influence many facets of job evaluation. It can occur, for example, in the language of a job description. Men may describe their job duties as "managing" (important). Women in a similar job may call the same duties "co-ordinating" (less important).

The working environment is another source of potential gender prejudice. Dirty, noisy workplaces (often the male working environment) are awarded a high rating. Yet an environment that is similar in stress -- cleaning up after sick patients, for example -- is not rated equally because it is traditionally a woman's workplace.

Specific skills can also be shortchanged. Certain positions, such as nursing, demand specialized caring abilities and a high degree of interpersonal skills. These skills, however, have been undervalued, because they have been considered natural to women.

Q. How can widely different jobs be compared — for example, a secretary versus a groundskeeper?

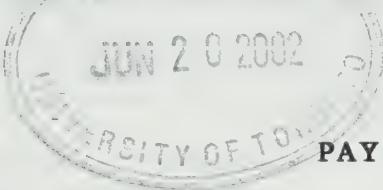
- A.** All jobs can be analyzed and compared using criteria common to all work: skill, effort, responsibility and working conditions. Each job is rated according to these factors.

A secretary, for example, may score lower on working conditions, when her office environment is compared to the groundskeepers' outdoor work. She is likely to score higher, however, on responsibility, effort and skill. Her job's total value will then be higher than the groundskeeper's, and she should thus be paid more. Yet in some instances, secretaries are currently paid less.

Pay Equity Bulletin

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February 6, 1987



Caron
Pumpkin

PAY EQUITY BULLETIN

Pay equity legislation took a long stride forward last week when it reached second reading in the legislature.

Another Milestone

Second reading of Bill 154 began on Wednesday, January 28 and was completed on February 3.

In a unanimous vote, all three parties gave the bill approval in principle. Opposition critics who spoke out in the House want the legislation modified in a number of respects, but it appears that speedy passage of the bill is a priority.

The proposed law now moves into the committee stage for further review. It is likely that it will be assigned to the Standing Committee of Justice, where the public can present its views on the legislation.

NDP Says Yes

Just days before Bill 154 came up for second reading, the New Democratic Party (NDP) held a news conference to announce their support for the bill. The party was willing, it said, to hasten the passage of Bill 154 and Bill 105 (the pay equity legislation covering the public service) if changes are made in Bill 154. Some of the changes the NDP outlined:

- o the legislation (along with Bill 105) should assure all women equal pay for work of equal value.
- o pay equity wage increases should not come out of employees' annual raises.
- o the province should fund equal pay in the public sector through transfer payments.
- o wage adjustments should be made retroactive to the date that Bill 154 and Bill 105 are passed.
- o the timetable for wage adjustments should be closed up, allowing them to start within two years of the bill's passage, and to be completed within five years.
- o differences in bargaining strength must not be included in the bill as an allowable exception for pay discrepancies between male and female workers.
- o no firms should be excluded from the legislation. (Firms with fewer than 10 employees are excluded from the present bill.)



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- o coverage must extend to women working in establishments that lack male workers for salary comparison, e.g. child-care centre workers. (The problem of female-dominated establishments was acknowledged by the Honourable Ian Scott, Minister Responsible for Women's Issues, on the day he introduced Bill 154. He announced then that the Pay Equity Commission will be asked to give this concern a high priority.)

The Progressive Conservatives are urging early passage of Bill 154, but they have not yet suggested amendments.

Setting the Record Straight

Bill 154 is sometimes misinterpreted by members of the business community and the public. Here are some recent examples, followed by the correct information.

- o "Effectively, the impact of the legislation will be to require that some type of point factor job evaluation be applied to all jobs within an establishment."

Newsletter from Towers, Perrin, Forster and Crosby

In fact, the legislation makes it clear that any job comparison method that an employer selects is acceptable, as long as it includes skill, effort, responsibility and working conditions (or variations of these) and is not gender-biased. Gender bias occurs in job evaluation if aspects of the work done by men are rated more highly than that done by women.

- o "Where is the (woman's) incentive to break out of the so-called pink-collar ghetto if (her) pay goes up, regardless of merit, and regardless of supply and demand?"

Mandate, Canadian Federation of Independent Business (CFIB)

In fact, the objective of pay equity is not to pay women more just because they are women. The objective is to pay them for the value of the jobs they are doing. Many women's jobs are currently underpaid. Their increases as a result of the legislation will be earned legitimately.

In addition, merit pay is recognized in Bill 154 legislation as a legitimate reason for pay differences between workers. This pay practice will be unaffected by the legislation. Employers will still be free to reward excellence.

As for career aspirations, women, like men, are motivated by factors other than money. It is highly unlikely that their ambitions will be stifled simply because they are paid fairly for the work they are currently doing.

Occupational segregation, as the Honourable Ian Scott has often pointed out, will not be solved by pay equity alone. Full employment equity measures are necessary to encourage career advancement among women. These include job training, child care, and other programs that will result in equality of opportunity.

- o "Because firms with 10 or more workers will come under the pay equity law, they will likely have to hire job evaluation consultants who charge an average of \$300 to \$500 per employee to install a system."

Mandate, CFIB

In fact, smaller firms do not need to hire consultants. They may find it easier to develop their own relatively simple systems, ones that are most appropriate to their specific businesses. The Pay Equity Commission will provide guidance on avoiding gender bias in such systems.

When consultants are used, their rates are based on the number of positions to be compared, not the number of employees. In addition, the cost estimate quoted in Mandate is based on a highly complex job evaluation system used by major corporations. Smaller firms would not require any system as complex as this one.

MAILBAG

If you never miss your local paper's letters to the editor, no doubt you have noticed a few correspondents speaking out on the issue of pay equity lately. But just in case you missed them, here are excerpts from recent letters supporting the legislation.

From the Ottawa Citizen

Ontario's Pay Equity Act, 1986, deserves better than your rejection in an editorial (Nov. 26). This bill affords a reasonable approach to redress the systemic wage discrimination for work performed in female job classes. Equal pay for work of equal value, which Ontario accepted in principle in 1972, is internationally recognized as a human rights labour standard...Implementation of pay equity plans is essential for employment equity...You raise the argument of "free market" and the "role of supply and demand." This argument was also used to justify slavery and child labour. Women's traditional occupations as clerks, secretaries, personal service providers and factory hands have always been undervalued with low pay scales. The Pay Equity Act, 1986, seeks to redress this injustice.

Fran Wright and three others, University Women's Club Ottawa

I read with disbelief that "some businessmen have already predicted that employers may stop hiring women in an effort to get around the law." Really?

The primary argument of employers who oppose equal pay for work of equal value is the added cost. If the employers who (supposedly) cannot afford to pay women higher salaries stop hiring women, how can they possibly find the extra money to hire an all-male staff? Will the men who replace the women in these jobs be willing to work for the lower wages "enjoyed" by women?

Barbara E. Leech, Nepean

The pay equity bill's primary function will be to force companies which already have job evaluation schemes in place, such as that which has existed in Bell Canada for decades, to stop the iniquitous practice of comparing male jobs to male jobs and female jobs to female jobs, but not between the two groups.

How can your editorial writers oppose correction by government action of the significant pay discrimination between the sexes when it seems clear that nothing will happen without this intervention?

J.D. Bourne, Ottawa

Regarding the predictions from the business community (Nov. 25) that pay equity would cost billions of dollars, may I remind these businessmen that pay inequity has also cost billions of dollars -- a cost borne by working women?

Cumberland Mayor Peter Clark whines that the cost of salaries and administration to implement pay-equity would be "onerous." He should realize that women are fed up with subsidizing the system through their labour.

Marg MacMillan, Kanata

From the Hamilton Spectator

Corporations are eager to accept government regulations when they lead to increased profits or when they want a bailout or a subsidy or a tax write-off. But when it comes to giving equal pay for work of equal value they want governments not to interfere.

Rather than use scare tactics (another move to a police state) let's deal with the facts, the main one being women earn 62 per cent of men's salaries but still have to pay 100 per cent for food, clothing and shelter.

Paying someone low wages is a leftover from the past, when women weren't even recognized as persons and didn't have the vote . The exceptions being that during the war women had equal pay and child care, so we know it can be done. Now that women are equal at the ballot box there's no excuse for paying less than equal on pay day. I know that Ontario residents are not going to accept more discussion papers or token legislation. Let's have quality public and private sector legislation passed now.

Lynn Spencer, Ancaster

Pay Equity Bulletin

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Issue No. 3

April 1987

MAKING THINGS WORK: THE PAY EQUITY AUDIT

A new and important idea — the "pay equity audit" — has entered the public discussion on pay equity currently underway in Ontario. The idea is the brainchild of the Municipal Electrical Association (MEA), which revealed plans on March 4 to conduct a pay equity audit for the electric utility industry. The audit would reduce the costs and administrative efforts of compliance with impending pay equity legislation for Ontario's municipal electrical utilities.

Making things work is the engineer's creed, and that creed is apparently behind the MEA's approach.

"We decided we need the tools to fix the inequities we know to exist" remarks A. J. Bowker, the Association's Chief Executive Officer, "and we also need a mechanism for monitoring our progress in fixing them on an on-going basis."

The MEA is the official spokesperson on policy questions for 317 Ontario electrical utilities. Its member utilities serve over 2 million customers and range in size from giants, like Toronto Hydro, to small municipal utilities employing a few employees.

In January, the Association's Executive Committee decided to take the initiative to create a pay equity program that

would encourage the participation of its member utilities.

This led MEA to the idea of doing a pay equity audit for the electrical utilities across the province. The purpose of the audit, according to Bowker, is to "define what you have to do to provide a rational basis for job measurement and analysis." By developing a common approach on an industry-wide basis, the audit will make it easier for individual utilities to develop pay equity plans for their employees.

Bowker considers "irrelevant" the complaint that pay equity legislation is an imposition on employers. "All legislation is an imposition on somebody," he comments. "The point is that inequities exist. What's important is that those developing the legislation make sure that it defines the end point clearly, but isn't too rigid about the in-between steps." According to Bowker, "the current legislation does a pretty good job of doing that."

Bowker is hopeful that other industries or fields will find the MEA's example useful. "If we do our job well," he says, "the techniques we develop should be applicable anywhere. We may have to rely on consultants initially to develop our methodology. But our goal is to do the job ourselves."



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BUSINESS GROUPS SEEK CHANGES IN PAY EQUITY BILL

While the recent pay equity hearings showed that many business groups remain opposed to the concept, they still showed a willingness to play a constructive role in the democratic process of putting Bill 154 in its final form.

In its March 3 brief to the Justice Committee, for instance, the Canadian Manufacturers' Association presented a list of specific changes it would like to see in the controversial legislation. The CMA highlighted six proposals, which it called "key recommendations." The first was a proposal that the bill disallow cross-bargaining unit job comparisons or comparisons between unionized and non-unionized positions. The second called for the addition of a functional element to the bill's definition of establishment. In a third proposal, the CMA strongly endorsed the existing staged process of implementation. Another proposal sought to broaden the bill's list of allowable exclusions. Finally, the CMA asked that the percentage criteria for defining a job class as female-dominated be raised from 60 to 70, and suggested a more precise definition of job rate.

For its part, the Retail Council of Canada, in its February 24 brief, stressed that "the whole relationship between pay equity plans and collective agreements should be re-thought." The Council also recommended that the powers of the Pay Equity Commission provided for in Bill 154 be weakened, and that the Commission be made part of the Employment Standards Branch of the Ministry of Labour. Like the CMA, the group asked that "establishment" be defined to include a functional element and that the allowable exclusions be broadened. The Council also suggested that a minimum incumbency level of 5 employees per job class be established as the basis for job comparisons, replacing the exclusion of businesses with under 10 employees.

WAGE GAP IN THE NEWS

With the release of new figures from Statistics Canada on March 12, the wage gap was in the headlines in Ontario. The wage gap is a figure which shows the average full-time earnings of women as a percentage of the average full-time earnings of men.

The new Statistics Canada data shows female earnings as a percentage of male earnings to be 62.9% in Ontario for 1985. The figure in 1984 was 64.2%. Statistics Canada officials consider the difference between the two figures to be statistically irrelevant, since it falls within the statistical margin of error. The press and the representatives of numerous interest groups, however, tended to trumpet the lower figure for 1985 as a sign that the position of women in Ontario is declining.

While the figures cannot be used to support such a view, they do show that women in Ontario have not been making any significant gains. In fact, the figures for 1979 (63.5%), 1981 (63%) and 1982 (62.2%) have all remained in the same range, indicating that the position of full-time female income-earners has remained stagnant between 1979 and 1985.

Using the Statistics Canada data to compare the wage gap in Ontario with the situation Canada-wide, the figures are as follows:

<u>Year</u>	<u>Ontario</u>	<u>Canada</u>
1979	63.5%	63.3%
1981	63.0	63.6
1982	62.2	64.0
1984	64.2	65.5
1985	62.9	64.9

A graph reprinted in the Bulletin of March 9 from a Canadian newspaper presented the correct figures for Ontario to 1984. The newspaper, however, presented the wage gap for Canada incorrectly. As the above chart shows, the wage gap both for Ontario and for the entire country are fairly close.

(Continued p.3)

(Continued from p.2)

Wage Gap

What is important about all these figures is the dramatic and persistent shortfall in women's wages as compared to men's. The persistence of the wage gap tends to contradict those who argue that the opening up of new opportunities to women will automatically eliminate systemic, gender-based discrimination in the level of wages, making pay equity legislation unnecessary.

THE PAY EQUITY HEARINGS
IN NUMBERS

In eleven days of hearings between February 23 and March 11, the Standing Committee on Administration of Justice of the Ontario Legislative Assembly heard 59 briefs on Bill 154. The briefs came from groups and individuals representing a broad cross-section of Ontario society.

Here's a breakdown of the presenters:

Business groups	19
Public sector employers	5
Trade unions	6
Employee associations	8
Women's organizations	8
Consultants/lawyers	3
Individuals	5
Others	5

The hearings began clause-by-clause debate on March 30, when any amendments will be voted on.

Trudy Bolduc: A Hotel Owner Talks About the Cost of Inequity

"I have an advantage over a lot of employers," says Trudy Bolduc, co-owner and manager of the Coach House North Motor Inn in Sudbury. "I used to work in an area where I came directly in contact with the kind of inequities pay equity legislation is aimed at."

In the hotel business for 15 years, Bolduc also has been a social worker. Her job involved working out budgets for "mother's allowance" in family court cases. The experience was an eye-opener. She saw the vast disparities in what men and women with similar education and skills could earn.

Since her parents were also hotel owners, Bolduc understands well the entrepreneurial mentality of small business owners. But that does not keep her from being vocally supportive of pay equity.

Rather than feeling they are suffering because of added costs, Bolduc says, employers should see pay equity as a matter of facing up to their responsibilities. There are upsides for employers as well. "It's always beneficial to have a staff that feels they are being paid and respected for the services they are rendering," she comments. But she also sees pay equity as putting more money in the market place. And as consumers, women tend to spend their money on family and household necessities.

"Another thing is that employers who don't go ahead with pay equity will find themselves losing their best workers to those who have," she says.

In addition, Bolduc feels that men with working wives or daughters should appreciate the need for pay equity. At a time when many families depend on two incomes, do men really want female family members to be underpaid?

(Continued p.4)

(Continued from p.3)

QUOTABLE QUOTES

"I'm sure that the City of Toronto will post a sign and say, 'We already did it folks.'"

**John Rives, Compensation Manager,
Peat Marwick & Partners.**

"To be forced to strike to correct an injustice is a severe hardship. Legislation is the best possible means to avoid it."

**Carol Phillips, National Representative,
Canadian Auto Workers**

"Suddenly employers are telling you, well, if there is a wage gap, then the solution is for women to move into men's jobs: 'Let them drive the trucks, let them be neurosurgeons, etc.' But what they forget is that for women to change jobs, men have to switch too. And we know that men aren't going to work for women's wages."

**Lynn Spink, Consultant, CUPE Local 79
for the Equal Pay Coalition.**

"After years of paying lip service to the questions and saying, 'Of course my secretary is as important to me as my caretaker,' business is soon going to have to prove it really means it."

Pauline Comeau, Columnist, Toronto Sun

The government should "undertake a public awareness program to educate both the public and employers about the principles of justice involved in pay equity. This program will dispel the horrific scare tactics that have been connected with the debate on pay equity, including such silly spectres as pay police."

**Fiona Nelson, President, Association of
Large School Boards in Ontario.**

When the government's consultation panel held hearings in Sudbury last spring, Bolduc gave a brief on behalf of the local chapter of the Business and Professional Women's Club. Before she prepared her brief, Bolduc decided, as a matter of conscience, that she had better take a look at the way she was paying the 50 employees in her own business. The kind of job comparisons she did were similar to what the bill requires of employers. And they resulted in some wage adjustments for her employees.

"In the end, it's really a moral issue," says Bolduc. "I'm really astounded to hear employers who say we can't afford to pay women what they are worth. As far as I'm concerned, we can't as a society afford not to."

INTERESTING READING

Under the title "Legislating Pay Equity: Will it Pay Off?", the March 1987 issue of Flare, a popular women's magazine, carries a long feature on the issue. The feature presents a detailed and generally accurate analysis of Bill 154 and the social reality it tries to address. Also included are articles by Judith Andrew arguing against pay equity and by Monica Townson arguing for it.

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